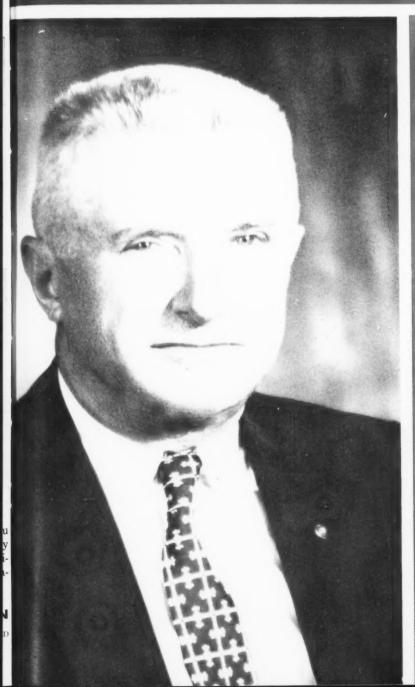
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PUBLIC RELATIONS JOURNAL



NOVEMBER 1960

75 CENTS

GOVERNMENT'S
TRUE ROLE
IN
PUBLIC RELATIONS

BY FREDERICK H. MUELLER Secretary of Commerce See Page 6 POST

#JOURNAL

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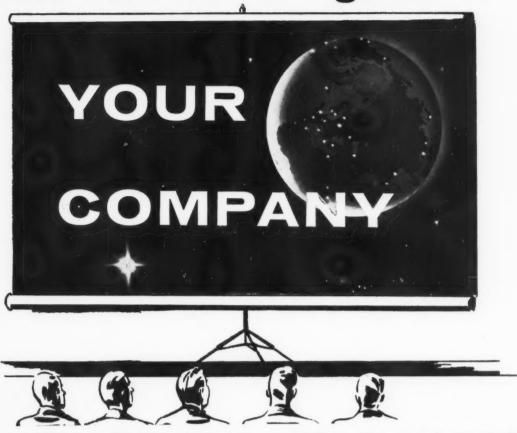
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Should your child go into Public Relations?

by JOHN W. HILL

Chairman of the Board, Hill and Knowlton, Inc., Public Relations Counsel as told to Jhan Robbins

THIRTY-THREE years ago when I left my job as a journalist and entered the field of public relations, there were only a handful of people in the entire country who thought of public relations as a career. Today it is a lively, creative, fast-growing profession, employing about 100,000 people. Several thousand companies, both large and small, have their own public relations departments. There are more than 1,500 public relations agencies. In addition, public relations people are active in government agencies, trade unions, church organizations, educational institutions, medical research groups, philanthropic and cultural campaigns.

What Is Public Relations?

Since public relations is a relatively young profession, it is difficult to define. Public relations bears family resemblance to journalism and teaching, for it aims to inform; to the law in that it often counsels and advises clients on public attitudes and represents them before the bar of public opinion; and even to the dramatic and graphic arts in meeting the need to present and portray facts to the public in an effective, imaginative way.

Responsible public relations practice hews to standards of ethics equal to those of other professions. There is no lasting way to impart a sweet aroma to a smelly situation. No company or organization can long persuade public opinion that it is acting in the public interest when it is not. Public relations has no hidden power to manipulate the public mind. The only lasting power public relations has is the power of truth. Anyone who attempts to advance a cause by public misinformation, trickery or deception is courting an eventual setback.



To convey a message, public relations people use many means of communication, from news releases to company publications, from television to handbills.

What Does a Public Relations Man Do?

I find that some of our young people have the idea that public relations men spend all their time hanging over tables at expensive restaurants, drifting from one party to the next and slapping influential people on the back. The fact is that the range of activities in public relations today is exceedingly broad —and few of these activities are frivolous.

Public relations people may be called on to deal with the public opinion aspects of almost any corporate or association problem from a plant opening to a plant closing, a merger or taxation matters; with problems of health, air or stream pollution, labor relations, overseas relations, gaining public understanding of needed or pending legislation, introducing new products—in fact, almost any facet of our daily lives.

There are as many ways for the public relations man to convey his client's message as there are channels, or media, of communication. In news releases, magazines, company publications, booklets, brochures and annual reports, he employs the medium of the written word. He may use radio, television or the public platform, either speaking himself or preparing material for others to deliver. In the area of visual aids he uses films of all kinds, displays, posters, signs.

Each of these public relations efforts involves skills and techniques all its own, and so there is a tendency among public relations people to specialize. The extent of this specialization depends largely on the size of the public relations agency or the department within an organization. The large agency or department may employ individuals who do nothing but write press releases, booklets, or speeches; or make information available toeditors and broadcasters; or plan special events.

At the other extreme, there is a large number of public relations men who operate alone, or nearly so, as one-man agencies or small departments. They do all the jobs or as many as possible themselves, resorting when they can or must to outside counsel for extra help. I started as a one-man agency myself in Cleveland in 1927.

While skills in the communication arts are important in public relations, the ability to advise on what and when—or even whether—to communicate, is even more important. This calls for good judgment and, of course, experience. The responsibility for public relations policy decisions rests with top management of an organization. The public relations are an influence policy to the extent that he has won the confidence of management.

What Qualities Are Needed to Succeed?

Since the aim of public relations is to inform and convince, the good public relations person has a talent for both understanding and telling. He enjoys explaining things to others and, like a good debater, wants to persuade. The public relations man thus tends to have an aptitude for expression. He is likely to be a good writer or speaker. Choosing the right word at the right time is of real importance to him, for he is sensitive to people's responses.

The good public relations man has curiosity and thoroughness, too. To convince others, he must himself know; and to know, he has to dig. Thus, the good public relations man has factual knowledge, but he knows people, too—how and why they react, when and how to present his message. He must be equally concerned with the big program and the small detail.

ABOUT THIS ARTICLE ...

Since 1953, New York Life has been presenting advertisements like this to help parents and their children plan for the future. This particular message appears in *The Saturday Evening Post*, Nov. 5; *Look*, Dec. 20; *Life*, Nov. 28; *Scholastic*, Dec. 7. It is reproduced here because of the special interest it may hold for readers of this publication. As noted below, this article is available in booklet form without charge. Quantity reprints can be requested by interested companies, schools, professional groups, and other organizations.

College Training Desirable

At least four years of college in a liberal arts program are desirable, with post-graduate courses whenever possible. Studies should emphasize history, economics, public affairs, modern languages and other social sciences. The student who aims for public relations will probably want to join the staff of the school newspaper or magazine. He will benefit from student government activities and from arguing on the school debating team.

Courses in public relations are offered at a number of our institutions of higher learning. Courses in law, business administration and corporate management are valuable.

How to Get a Start

I continue to believe that working in the editorial department of a newspaper provides excellent training for public relations. In a newspaper office, objectivity, clarity and brevity are taught side by side with the human touch. Increasingly, however, young people are preferring to learn their skills on the job, either in the public relations department of a company or with the consulting firms. This manner of starting doubtless will become more popular as corporate public relations departments grow in size and public relations firms become more numerous.

Job classifications, duties and compensation in public relations vary widely from

This group is meeting in the offices of a large public relations firm to discuss the work in progress for one of the firm's many clients.

ce to place. In a small organization, the blic relations novice may be hired for genusefulness around the shop; in a larger cy or department he or she may be ashed immediately to assist in one of the beral arts cialized fields. Compensation for the pubrelations trainee compares favorably es should it in other beginning professional jobs, lic affairs, ging roughly from \$4,500 to \$7,500.

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As in any field, aptitude, experience and portunity will ordinarily determine an in-idual's rate of rise. A skilled public relas person with ten years in the business netimes less-may earn between \$10,000 ing team. 1 \$20,000 a year.

Advantages and Disadvantages

in every walk of life, frustrations are not common in public relations. Excellent ograms, the result of many hours of hard in the edi-ir, are sometimes endlessly delayed or provides ions. In a provides ps and bounds or by slow, painstaking arity and with the ver, young s. are long end officult to come by orking hours, especially during emergen-s, are long and offen unpredictable. are long and often unpredictable.

The disadvantages are more than offset, wever, by the frequent appearance of the expected challenge. Good public relations ate public ople are always on their toes. They share and public excitement that comes from dealing with erous.

There is freently an opportunity to instruct, to inm, to offer useful service. The profession not burdened by the shadows of outmoded ideas or prejudices. Opportunities for women are excellent. Many hold top positions.

If I were asked to sum up the qualifications of the ideal public relations person, I would say, first of all, that he would display a flair for clear expression. Second, he would have a solid education, especially in the liberal arts. But to reach the top levels in public relations he will need much more—he will need superior qualities of mind and character -intelligence, judgment, objectivity, curiosity, imagination and above all integrity.

What About the Future?

In the United States and other free countries of the world, public opinion is the controlling force.

The need is unmistakable for an informed public opinion to insure sound judgments on the complex problems of today and tomorrow affecting the lives of individuals and the fate of the economy. And, so long as this need exists, there will be the need for public relations skills to help groups in government, business and many other fields to inform the public and to debate their views.

I predict that within the next ten years the professional working force of men and women in public relations will approach 250,000. I hope that they all have as much satisfaction and stimulation in cultivating this field as I have had and that through their work each one will reaffirm the efficacy of our democratic process.

Booklets Available on Many Careers

This article is available in booklet form without charge. Also available are a list of similar articles on forty-three other careers, which you may send for, and the helpful, informative booklet, "The Cost of Four Years of College." We'll be glad to send you any or all of these on request. Just drop a postcard to:

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ONE WAY

THE ONE BEST WAY TO MAKE THE TRUTH ABOUT YOUR BUSINESS OR INDUSTRY KNOWN IS TO TELL IT HERE!

We're the opinion makers, whose voices are heard in management meetings in every state of the Union—and in many places abroad.

We're the people who talk to other people. We speak on public platforms; we speak through all media of communication—magazines, newspapers, business publications, radio, television, industrial films. Our ideas find their way into company publications, which reach one hundred and fifty million people.

Tell us—your friends—your position. We will spread the word. We will help you get a better understanding and acceptance of the true facts about your business.

Be sure, therefore, that PUBLIC RELATIONS JOURNAL is part of your budget to reach opinion makers in the challenging year of 1961. This move will insure you of a value beyond price for you and your company.

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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

PUBLIC RELATIONS JOURNAL

VOLUME XVI

NOVEMBER 1960

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Editorials

GOVERNMENT ÓFFICIALS SHOULD BE AKIN TO PUBLIC RELATIONS

As the Annual Conference of the Society opens at Chicago, the editors are pleased to present a special message from the U.S. Secretary of Commerce, Frederick H. Mueller, in this issue of the JOURNAL.

Having grown up in the business world himself, the Secretary knows that modern business is aware of the dynamic potential of public relations. He realizes that something more is required in Government than honesty and efficiency alone. Good government should encourage private initiative to make the utmost use of its own resources. Public officials need to serve as inspiring teachers as well as efficient managers. In that setting and in other ways they are akin to public relations specialists.

In stressing deeds as well as their interpretation to the public, he recounts great accomplishments of the United States in recent years. Added together, these gains seem rather breath-taking. But he believes that fully as important has been the generating of public confidence, and indicates how this has come about.

Public relations play a prominent part in the work of the U.S. Department of Commerce. It is one of the greatest collectors and disseminators of information of many kinds. Activities include the Census Bureau, Patent Office, Office of Business Economics, Bureau of Foreign Commerce and Business and Defense Services Administration. The Department even alerts people when to take cover from tornadoes.

One fine service is the compiling of the figures on the Gross National Product. This helps businessmen, economists and others to understand the overall economic status of the nation. It aids people in planning production, locating jobs and doing research on markets.

Mr. Mueller emphasizes spiritual as well as material progress, for instance, in America's effort to help less fortunate nations remove illiteracy, hunger and disease. In his conclusion he comments:

"Government public relations brings useful knowledge to people and strengthens their belief in America's destiny. Is not that also an appealing goal for public relations in the private sector?"

A TIMELY MESSAGE FROM THE SOCIETY'S PRESIDENT

Kenneth Youel, President of the Public Relations Society of America, has covered a lot of ground during the past year. He has visited most sections of the United States, attended public relations conferences in Europe and even traveled behind the Iron Curtain. In this issue of the JOURNAL he makes objective observations from inside America and from inside Free Europe as well as Russia.

In Western Europe he noted that American public relations enjoys greater prestige than probably most of us at home realize. Free Europe faces many problems similar to our own and is making considerable progress.

Mr. Youel reports on the broad spectrum job that the United States is conducting to inform the world about American life and ideas. He visited the U.S. Information Service offices at Berlin and Munich and also the entirely separate headquarters of Radio Free Europe. He came away from these operations considerably impressed with what is being done.

While in Russia, he could get little information from the man-on-the-street. The only English language newspapers on sale, being Communist, naturally, aren't exactly factual. He did, however, get a picture of the situation from Westerners who have lived in Russia for a long time. They feel that some accurate information about the United States gets through to the Russian people and that we do a good communications job—if continued, some of the misconceptions about America may disappear.

Getting back to the American scene, Mr. Youel points out that one of our greatest needs at home is to develop more professional communicators to provide the public with accurate and pertinent information on which to base sound decisions. Too often, he says, we have sent boys to do men's work. He goes on to explain background thinking about the Society's 1960 program—divided into three major parts. He tells of some of the chief contributions of the Society, its committees and chapters. He stresses the values of educational work in public relations.

Quoting Churchill, in World War II days when the tide began to turn our way, "This is not the beginning of the end, but it is the end of the beginning."

As usual, we have a variety of articles on public relations problems and projects. We can't begin to touch base with very many of the ramified interests in any one issue, of course—it requires many months to do that. We like to have the JOURNAL regarded in the light of its contents for a year or more in its efforts to serve its readers.

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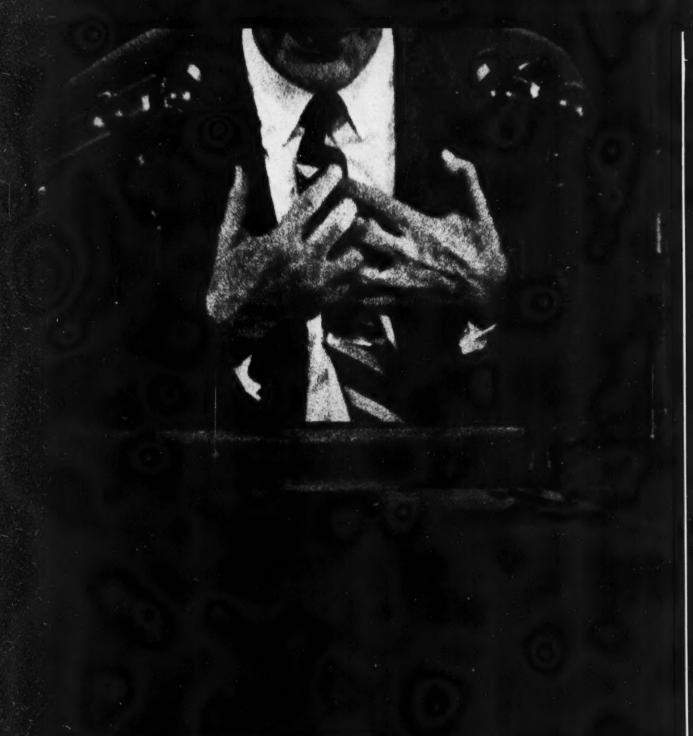
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Of course I'm sure. I read it in Newsweek The world-wide newsweekly for communicative people



CAN POLITICIANS AFFORD TO BE HONEST?

A question of singular pertinence in an election year, recently debated, openly and boldly, by a panel of distinguished guests on Channel 2. The conversation provided the sort of local programming Chicagoans look for, and have come to expect, on CBS Owned WBBM-TV...vital, perceptive, provocative.

People who value their time find more worth watching on WBBM-TV. That's why time is so valuable on WBBM-TV, Chicago's favorite television station for 64 consecutive Nielsen reports (total week).

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GOVERNMENT'S TRUE ROLE IN PUBLIC RELATIONS

Public officials must serve as competent managers—also should be public relations specialists

By Frederick H. Mueller **U. S. Secretary of Commerce**

The modern business community is keenly aware of the dynamic potential of public relations, knowing from company experience that first steps in a successful sale are mutual good will and understanding. Businessmen carry that appreciation with them when they enter the service of government.

Good government is more than conducting the operations of various Federal agencies with honesty and efficiency in meeting public needsimportant though that is. Good government also designs policies in understanding that nudge private initiative to utilize its own resources to the utmost. Encouragement stems from good deeds and good ideas.

So, satisfactory accomplishment requires that public officials be both competent managers and inspiring teachers. In that setting, they are akin to public relations specialists.

For example, history will credit the Federal Government in recent years with many outstanding factual accomplishments, such as starting the Interstate Highway Program, the biggest public works project in all history-establishing the first Department of Health, Education and Welfare-initiating the new governmentbusiness partnership in export trade expansion-promoting the Atomsfor-Peace Program-accomplishing in 1954 the biggest tax reduction in history, whose savings continue with passing years. I could cite many additional blue ribbons.

Generating public confidence

But fully as gratifying achievements are on record in the field of generating confidence. The Administration's attitude toward fiscal responsibility, sound currency and reliance on free enterprise so inspires confidence in all sectors of the economy that the United States has developed the greatest prosperity in world history.

Separate acts have contributed, such as efforts for eliminating government competition with private industry, balancing the budget, investing public funds in research and development and other growth-producing measures.

But most of all, Americans know that the Administration has never stopped fighting squanderlust and the pressures of inflationists.

The trust by people in the economic integrity of their government stimulates private industry to plan, to increase plant and equipment, to bring out new products, to expand employment and to build a better America.

The creation of public confidence is Federal public relations in its finest aspect.

Better than nothing

Doing good is better than doing nothing-far better than doing badly. But keeping the public aware that the motivating spirit of government is good also is a potent force in growth. For it spurs individual hope and initiative. Giving such assurance to the people is a role of government in public relations.

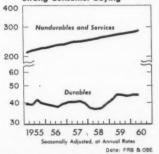
CONSUMER INCOME AND

PURCHASING

Continued on Page 10

Steady Rise in Income and Higher Borrowing in First Half . . Billion Dollars (ratio scale) 400 Disposable Personal 300

200 60 Installment Credit 50 Have Been Accompanied by Strong Consumer Buying 400



U. S. Department of Commerce, Office of Business Economics 60-8-1

Secretary of Commerce FREDERICK H. MUELLER was nominated for his Cabinet position by President Eisenhower on July 21, 1959, confirmed by the U.S. Senate on August 6, 1959, and administered the oath of office at the White House on August 10, 1959. Since November 3, 1958 he had served as Under Secretary of Commerce under a recess appointment by the President. Previously, he was Assistant Secretary of Commerce for Domestic Affairs under Presidential appointment from November 23, 1955 until assuming the Under Secretaryship. He was born in Grand Rapids, Michigan, where he received his public schooling and attended Michigan State University, from which he received his B.S. degree in 1914. Mr. Mueller was a member of the State Board of Agriculture of the State of Michigan for thirteen years, until December 31, 1957.

Advances made over the years

Let me catalogue further advances made by Americans in the past several years, because they responded to the belief that there is a climate favorable to private interprise.

In just seven years, the Gross National Product—now around \$505 billion—went up 48 per cent. The percentage rise in some other key indicators is: Personal income up 50 per cent; personal consumption expenditures, 51 per cent; gross private domestic investment, 65 per cent; corporate profits after taxes, 50 per cent and new construction, 60 per cent.

Open-door policy

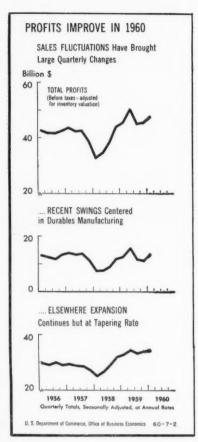
Effective public relations also is apparent in specific areas of government. For instance, at the Commerce Department we maintain an opendoor policy on information. We gladly collect, analyze and share statistics, data, reports etc., with all who want them.

Modern business is so vast, ramified and sensitive that wise decisions require intense study and appraisal of adequate information. In free America, the economic decisions are not the snap judgments of bureaucratic dictators but are the voluntary decisions made in 10 million independent business, farm and professional establishments.

The Commerce Department, through its Census Bureau, Patent Office, Office of Business Economics, Bureau of Foreign Commerce, Business and Defense Services Administration and other agencies, is the world's biggest collector of economic data.

We compile the Gross National Product. This accounting of the total value of goods and services is the "meter bar" by which businessmen, economists and others measure the economic state of the union. Thousands of weekly, monthly and quarterly business indicators are reported so people can better know how to plan production, locate jobs, research markets and—in the weather field, too—even be alerted when to take cover from tornadoes.

But this harvest of facts is more than a device to foster and promote commercial progress. The multiplicity develops a spiritual quality. "Ye shall know the truth," it was said of old, "and the truth will make you free."



Folly or fear can topple us

For the unbiased evidence of facts clearly proves that today the United States is *first* in military might—*first* in economic power—*first* in moral leadership. We have the best chance on earth to maintain this supremacy.

Only our own folly or fear ever can topple us to second place. Only deluded fault-finders ever could appraise the whole picture and still complain that America is on the skids. In three short centuries, under our free political and free economic system, we have grown to be the world's greatest power.

No nation in history ever has duplicated—or even approached—our record of material and spiritual progress. No people ever have given so much of their own substance to help less fortunate nations remove illiteracy, hunger and disease.

The United States with less than 10 per cent of the globe's population and land produces and consumes a third of the world's goods and services. We are the world's biggest trader in both exports and imports, We con-

trol almost half of the world's energy output. We are the world's biggest producer of food—more than half as much again as Soviet agriculture.

Outstanding record

If any other nation on either side of the Iron Curtain ever approached that record, there might be some ground for apprehension as to our comparative strength. But none has and—if we stay strong and keep free—none can top that record in the foreseeable future.

Since 1900 our population has more than doubled but our per capita production has nearly tripled. At the start of the century, each American had working for him in machinery the force of two horsepower; today about 10 horsepower. Since 1900, the total amount of capital goods per worker has doubled. Businessmen estimate that the American worker today uses tools that represent an average investment of around \$12,000.

Danger signals?

Are those the danger signs of a decadent economy?

This national wealth of resources, energy, know-how and production sets in cement the material foundation for intellectual advance and spiritual gains.

Yes, we do have more office buildings, more factories and more stores. But our marvelous enterprise system also provides revenue for more schools, more churches, more philanthropies and more cultural activities. Americans have both the impulse to build a better America and the private means to finance its construction. Let us never hold back such attainable progress by stunting free enterprise.

Let me close with this thought: Government public relations brings useful knowledge to people and strengthens their belief in America's destiny. Is not that also an appealing goal for public relations in the private sector?

It is a practical and laudable ambition of a public relations practitioner to project an attractive image of the Blank Manufacturing Company and its products. But is it not also an inspiring ideal for it to generate greater public understanding of our entire free enterprise system and greater faith in the true purpose of America in this age of frightful hazards and limitless opportunities?

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How businessmen leading defense contractors...

1) "If you were approached by a young man seeking employment in one of the more prominent firms with prime military contracts, which one of the following companies would you recommend he consider?"

2) "If you were to make a personal investment of \$5,000 in securities, which three of the above firms would you consider?"

These were the questions put to a panel of 1,000 leading business executives, all readers of NATION'S BUSINESS, in a survey designed to appraise the progress and future prospects of 20 major defense contractors.

Almost three-fourths of the respondents were executives in industry, including 58.2% engaged in manufacturing and processing. Among the companies frequently mentioned were IBM, AT&T, General Dynamics, General Electric. Comments on each of the 20 companies listed in the survey, exactly as made by the responding executives, are especially interesting and have been incorporated in the report . . . a copy of which is available on request.

how to create a corporate image..

One good way is to advertise to businessmen at a time when their minds are on business. When they're reading NATION'S Business, for example. Every month, some 750,000 leaders of the business and industrial community turn to the pages of this magazine for a useful look ahead at developments that are vital to their business . . . at national and community issues . . . at events in Washington . . . at new management techniques . . . at the way other businessmen solve problems similar to those they face in their own business.

Corporate advertising in NATION'S BUSINESS helps win and hold their good opinion of your company, its management philosophy and its products and services. And it is important that your company have the good opinion of men like thesearticulate business executives who have the stature and opportunity to influence the opinion of others who often have a voice in security purchases for portfolios of institutions, as well as the deciding voice in purchases of products they need in the conduct of their own business.

NEW: "How Business Executives Appraise Leading Corporations Holding Military Prime Contracts," Write today for your copy.



Nation's Business

READ BY THE MEN WHO OWN AMERICA'S BUSINESS AND INDUSTRY

711 THIRD AVENUE, NEW YORK 17, NEW YORK

TOO CLOSE TO THE TREES TO SEE THE WOODS?

A report on the progress and needs of public relations in the United States and abroad



By Kenneth Youel

We in American public relations, I think, are somewhat too close to the trees to see the woods. Earlier this year I visited Europe, where I attended two important public relations conferences, exchanging views with public relations leaders of the principal free countries. Looking westward from that distance it seemed clear that American public relations enjoys great prestige and respect abroad.

A delegation from the Public Relations Society of America attended the International Public Relations Association annual conference at The Hague, and the spring meeting of the Institute of Public Relations of Great Britain at Brighton. The discussions at both meetings indicated Europeans are facing many of the same public relations problems that we have. I believe they too are making excellent progress toward higher standards of professional public relations performance.

I would like to report on some of my impressions of public relations world-wide, as the result of participation in these two meetings, conversations with public relations leaders and from observations on both sides of the Iron Curtain, of efforts being made by the West to communicate with the people of Russia and her satellite countries.

As a public relations man, I have been fascinated—as many others have been—by the tremendous communications job the United States is undertaking to inform the rest of the world about American life and ideas, hoping gradually to eliminate the many misconceptions that exist in the minds of people of various countries. It is, without doubt, one of the most ambitious communications projects ever launched.

USIA invitation

At the invitation of the United States Information Agency, I visited offices of the United States Information Service in West Berlin and at Munich; and also at Munich, the entirely separate headquarters of Radio Free Europe. On the other side of the Iron Curtain, I tried to discover whether anyone was listening—or believing.

In my opinion, Berlin is the most exciting city in Europe today. Its RIAS Radio Station — Radio in American Sector — carries news and comment not only to West Berlin but also to all of East Germany, which is under Soviet influence.

One of the most interesting spots in West Berlin—from a communications standpoint — is the "America House." It includes a most extensive library emphasizing books on American life and ideas, special exhibits, motion picture theatre and film library. The building is crowded from opening to closing time. Each day a great many East Berliners, who are able to cross the line marking the American and Soviet sectors, visit America House. One room, devoted to newspapers and periodicals, is reserved exclusively for those from East Berlin. The day I was there people were standing in the aisles to read news of the Western World. Some 136,000 East Germans visited America House in the first quarter of this year.

From Munich news from the West is beamed from the Voice of America's towers to the U.S.S.R., and from Radio Free Europe, which is a private organization, to the people of the satellite countries in some 19 languages.

I went into Russia from Finland on a day of great tension. I was a passenger on a Russian airliner and apparently I was the only American aboard. I had no idea what was really happening. I could make out the headlines of Helsinki papers and could imagine but not read what "Pravda" was saying.

Incidentally, while in Russia, I could find only two English language papers for sale on the newsstands, one printed twice a week in Moscow and one flown in from London, both Communist, neither exactly factual.

The "average" Russian

The average "Russians-in-thestreet" do not talk English and might not if they could, although they seemed friendly enough. But I did talk with a number of Westerners

KENNETH YOUEL, Assistant Director of Communications, Public Relations Staff, General Motors Corp., Detroit, has been serving as President of the Public Relations Society of America during 1960. Mr. Youel joined General Motors' public relations staff in New York in 1931 and was transferred to Detroit headquarters in 1948 as head of national press activities. In 1955 he was appointed Director of Divisional Relations and on July 1, 1959, assumed his present position. During 1959 Mr. Youel served as National Vice President of the Public Relations Society of America.

who have lived in Russia for a long time and whose opinions I value. They feel that some of the information is getting through to the people. They think a good communications job is being done in meeting the tremendous challenge, by the USIA and others and that if it can be continued, gradually some of the misconceptions about American life may disappear.

"My Fair Lady" was playing in Leningrad when I was there and it was a hit. The Russians loved the music. Other projects in the cultural exchange program have been quite successful. The student exchange program seems to be working well and the Soviet people are still talking about the American exhibit held in Moscow last year.

The opinion was expressed to me that it is harder and harder for those at the helm of the Soviet bureaucracy to keep their people in the dark regarding the outside world.

I came away from Russia thankful that in America we have freedom of communications, and very much aware of the need to guard that freedom against efforts to restrict it. But now back at home I sometimes wonder if we are taking full advantage of that priceless freedom. We can say:

"We are not like Russia. We have free communications." But can we say: "We have no misconceptions here?"

There is an urgent need in each community, in America and throughout the world today, for more professional communicators to provide the public with accurate, pertinent information on which to base sound deci-

Public information is the most important commodity in the world of 1960. Every decision, whether it is a business matter, a local government matter or national or international policy, must be based on available information. And yet, too often, conclusions are reached on the basis of inadequate reports or half-truths.

Professionals not amateurs

I feel that if there are misconceptions among our people here in America, as well as in Europe and behind the Iron Curtain, it is because in too many cases we have entrusted the public relations job to amateurs. Public relations is a professional job and not one for novices. Many of our disappointments result because that fact has not been recognized. Too often we have sent boys to do mens' work.

A professional in public relations is one who is competent and who understands what public relations is. He recognizes that public relations is a part of management, not something apart from management, and that his job is helping management interpret itself to the public. He should help to shape the policies of his organization. He must always know what the public thinks, and he must be alert, imaginative and aggressive in suggesting and executing plans and projects to promote understanding and goodwill for his organization. In doing this, he must know what others are doing, he must keep abreast of new techniques. Above all, he must conduct himself both privately and publicly in accord with the public welfare.

I would like to explain where we stand in the Society's 1960 program of moving toward higher standards of professional public relations performance-without going into much detail-and some of the basic considerations its officers have had in mind in the actions they are taking.

1. The first is that the Public Relations Society of America must always be a society of public relations leaders and it must exert active leadership. It is not an honorary organization designed to reward those who are themselves professionals. It is not an all-inclusive association for all of the 25,000 to 50,000 or more persons in the United States who are in some form of public relations work. There must be a strong national organization to provide leadership.

Public relations has come a long way but it has a long way to go. It can move forward only through united efforts which cannot be provided by individuals nor by unaffiliated local groups.

We need a better understanding among ourselves of what public relations is and what it can do. If we would stand off and take a good look at ourselves, we would see some of the things we can do to improve the practice and recognition of public relations. We would spot those who downgrade us. We

Continued on Page 14



BRIGHTON, ENGLAND: A discussion of American public relations at the 1960 spring meeting of the Institute of Public Relations of Great Britain. Panel participants include: (left to right) Leonard Knott of Montreal, Canada, Mr. Youel of Detroit, Mich. and Robert L. Bliss of New York, New York.

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BERLIN, GERMANY: Mr. Youel (right) discusses U. S. Information activities with Charles F. Blackman, Deputy Country Public Affairs Officer for Germany, during a visit to the Berlin Amerika Haus.

would note some of those who refuse to join with us because they fear to subscribe to our principles and our pledge to conduct ourselves in accordance with the public welfare.

3. We must always bear in mind that even if we understand public relations there are many people who do not. Unfortunately some who do not are leaders of their businesses or their organizations. If we have not made a serious impression on these leaders, it is our own fault. It is our responsibility to show them the difference between professionals and amateurs in public relations, in terms of the qualifications and experience necessary and in terms of agreement to adhere to a code of standards and ethics. The sooner we are able to make this point, the less trouble these management leaders will have with their "corporate images."

The day will come when it will be just as unthinkable to hire an inexperienced, untrained public relations executive as it would be to ask a novice to pilot an airplane, or to assign an untrained man to try a case in a court of law.

In public relations we must develop ourselves to the point where such things will not happen. We must do a better and better job so people will see that public relations requires a background of information, an understanding of problems involved, experience, plus specialized knowledge.

I believe the 1960 program of the Society is contributing to this greater understanding of public relations. I refer to the programs in the chapters. the regional conferences, the annual national conference, the publications and the information center. I refer especially to one project that is contributing a great deal to the backgrounds of a blue-ribbon group of our public relations leaders-and that is the annual Public Relations Institute which in July, 1960, was held for the second time at the University of Wisconsin. It is one of the finest things we have ever done. Those who have participated have reaped a rich reward personally for the time spent.

In connection with our program for better public relations for public relations, I would like to commend our Public Relations Committee for its sound, basic thinking. If the principles discussed by that group are

translated into action and public understanding, we should at long last be off the defensive. But it will require action—the public image of public relations is still distorted.

I hope in the future we will get increasing assistance in understanding and in ways to communicate from those of our members and advisors who are engaged in educational work. This, it seems to me, is especially important at this stage of our development when we need young men and women with potentials as candidates for public relations careers. I am sure our Education Committee is taking this into consideration.

I have mentioned two of our important committees. If space permitted I could tell you of the important contributions all of our committees are making in discharging their responsibilities. They are demonstrating outstanding leadership.

None can return to America from a country like Russia without being grateful that here we have freedom of communications and freedom of expression. Let us as professional communicators take advantage of that freedom. Let us use it, as only professionals know how to use it, to drive away the misconceptions and promote understanding.

When the tides were beginning to turn midway in World War II, someone asked Winston Churchill if he thought the allies had reached the beginning of the end. Knowing the tremendous tasks ahead, Churchill replied: "No, this is not the beginning of the end, but it is the end of the beginning.'

This is true for public relations today. We have accomplished a great deal, but we have much yet to accomplish. Perhaps 1960 is what might be called the "end of the beginning."

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Aerial view of Phoenix, Arizona

City vs. Industry In Land Annexation

An attempt to force industries into city limits was stopped in time by an "agreement of intent"

By Ben Wahrman

Three years ago, in June 1957, the City of Phoenix (Arizona) released a story to the newspapers stating the city planned to annex a 20-mile area west of the city which contained a number of industrial plants, largest of which was Reynolds Metals Company.

The news came as quite a blow to industry leaders. The city had not discussed the matter with them. There had been no indication that such a plan was under consideration.

Under Arizona law, the city had to obtain the approval of the owners of 51 per cent of the assessed evaluation before it could annex an area. Industry's first thought therefore was that it had only to refuse to sign the petition and nothing could happen.

But they discovered two things:

1. Local newspapers, controlled by a single publisher, were highly in

favor of annexation. Both papers carried editorials as well as news articles pointing out that anyone who opposed such annexation opposed progress. The city manager and his staff apparently had made a final decision subject to no reconsideration. Industrial statements suffered their usual fate—running a poor second to more prominent declarations from city officials. The mayor stated flatly that although he was willing to listen to industry he still felt that annexation was necessary immediately.

2. The city had selected an area which contained enough residential owners so that they might gerrymander and force some of the larger industries into the city whether they agreed or not.

The industries then made a closer study of what annexation meant to them. Here's what they discovered:

1. Increased taxes. For a firm like Reynolds, for instance, annexation

would mean an increase of approximately \$60,000 a year.

2. A sales tax possibility. Although Phoenix has no sales tax on manufacturing, its charter would permit the city council to assess such a tax or any sales tax it wished without a previous vote of the people.

3. A zoning threat. There was nothing in the city charter which could prevent the city from making wholesale changes in zoning regulations after the area was annexed.

4. Building, mechanical, electrical and plumbing code problems. The city codes were designed primarily for residential use, and even though they had been overhauled recently to remove some antiquated provisions, they still provided enough license and inspection barriers to make the operation of large industry impractical.

5. For small industry there were some advantages in police and fire protection, sewage and street maintenance with the possibility of some reduced insurance rates. But there were no such advantages for a large industry which provided all its own services and would be obliged to maintain them after annexation.

Effects of publicity

That was the situation in the first 30 days after the first annexation story was run. Each day it seemed to grow worse as the proponents' publicity began to take effect on the general public. It became almost customary for an industrial executive to have to take a 15-minute ribbing at every luncheon on how parasitic his organization was. It did him no good to point out how many millions his company poured into the economy of the area. Or to remind that his firm wasn't called parasitic when it had been deciding whether or not to choose the Phoenix area as a location even if it was settling outside the city limits.

BEN WAHRMAN is Southwest Public Relations Manager for Reynolds Metals Company and a member of the Public Relations Society of America. He spent 20 years on newspapers in Virginia, North Carolina, Texas, Utah and Arizona and during World War II served as a Marine Corps Combat Correspondent in the Solomon Islands. Before joining Reynolds Mr. Wahrman did Chamber of Commerce promotional and public relations work in Arizona and Virginia.

The papers and the city officials said industry was parasitic and impeding progress because it wouldn't agree to annex. And that was that!

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Yet two years later, the Phoenix Chamber of Commerce gave a luncheon honoring the industrial leaders for their contribution to the city. The mayor and the city manager were among those who praised the industrial leaders. Phoenix papers published a special edition pouring praise on the same industrial leaders they had been castigating 24 months before.

Sweetness and light

What happened to bring about this change—this transition from bitterness to sweetness and light?

Several of the larger industries met, called on public relations counsel and then took the following steps:

1. Organized the "Industry Committee for the Study of Annexation Problems" and issued a news release pointing out that industry did NOT oppose annexation as such, but did feel that the matter had not been studied sufficiently to determine whether such annexation really was good for the industrial progress of the city.

2. Hired a survey organization to contact all industrial and commercial property owners in the area, large and small, and urged them to withhold any decision on annexation until further study could be made.

3. Met with the mayor and persuaded him to appoint a committee to listen to the industry side of the story.

4. Met with the publisher of the papers and persuaded him to hold off on publicity of any kind—pro or con—until the mayor's committee had heard industry and reached some kind of decision.

5. Put together an elaborate presentation, including a survey by Stanford Research Institute, a printed compendium on annexation problems in other areas and a survey of the problems industry would face as part of the city.

This presentation attempted to prove—and backed its statements with testimony by qualified experts—that:

1. The shrinking water table would reduce materially agriculture's contribution to the city's economy, thereby forcing them to lean even more heavily on industry.

2. The city's present building codes, sales tax laws and zoning restrictions were such that present industry could not operate efficiently.

3. If the city forced these burdens on present industry, the city's hopes of luring more and bigger industry to the Phoenix area would be dimmed.

In summing up, industry asked the mayor's committee to recommend that an impartial organization be obtained to make a thorough study of the problem and recommend a solution.

The city manager's office killed this proposal by pointing out it had spent considerable funds in anticipation of at least some annexation and therefore could not afford a postponement. Impressed by the presentation, however, the committee recommended to the mayor that some attempt be made to remedy the major problems pointed out by industry.

"Agreement of intent"

As a result, industry and city officials held many lengthy meetings. Gradually there emerged an "agreement of intent" whereby the city agreed to withhold all attempts at annexation until it had amended its building code and zoning ordinances and until a public referendum had been held to change the sales tax laws. Industry, on the other hand, agreed to enter the city voluntarily if and

when these provisions were complied with

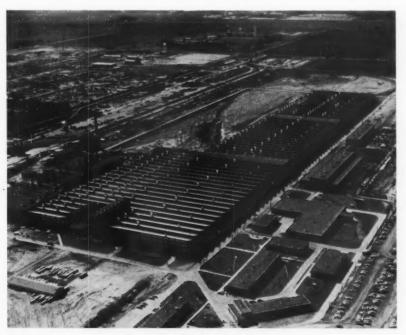
Publicity bans lifted

With the signing of the "agreement of intent," the publicity bans were lifted and once again the papers were full of stories and editorials about industry and annexation. Now the tune was different. The word "parasite" had disappeared and in its place were words of praise for the cooperative and progressive attitude of both city and industry.

Another asset arose from the signing of the "agreement of intent." Southeast of the city was an area which had established itself as an industrial island. The "agreement" appeared so attractive it, too, decided to join the city voluntarily if and when all the provisions were met.

The provisions were met—a public election being the final factor—and annexation became effective.

The story didn't end there. It ended soon afterward with the Chamber of Commerce banquet and the paper's special edition, A story which began with friction and name-calling ended with handshakes and backpatting as Phoenix officially became one of the few cities in the country to recognize that industry already in the fold should be treated as well as or better than potential industry which is being sought.



Reynolds Metals' Phoenix Plant

BOUNDARIES FOR PUBLIC RELATIONS

One frontier is justice; another, communication reflecting good character

By Stanley H. Mullin

One of the ideas that sometimes dominates discussion in public relations is the search for boundaries, understood to include a philosophy, a body of knowledge, a code of ethics and a morality. Articles, speeches, panels, continuously plead the need. The PUBLIC RELATIONS JOURNAL (January 1959) pointed out, for example, that even among those of extremely divergent views on definitions there is agreement that some boundary lines can and should be drawn.

Some of these boundaries are now clearly understood by many who recognize the need to bring about the widest acceptance of professional standards. The practitioner with a philosophy recognizes several responsibilities in counseling a client. He is obligated to understand thoroughly

the objectives of an enterprise so that he can wisely recommend ways and means that are ethical and practical. He realizes the importance of mature judgment in choosing the tools of communication best equipped to solve the problems which an organization faces. His knowledge of human nature and behavior is basic for understanding the principles underlying the relationships with various publics.

Relationship with public

To these and others he should add, in my opinion, the capacity to recognize what is just in any relationship with any public, at any time. What advice, for example, should he give a company faced with an exorbitant demand by one of its publics? What proposal can he conscientiously make to a public whose demands can be met only by doing violence to the rights of other publics?

To these and similarly difficult questions justice, I believe, can give good answers. In my opinion the recommendations for any client or corporate officer can be based on giving the public what is its due, by right. And that is the definition of justice that is simple yet all inclusive and which some of the world's greatest thinkers have accepted. Fortunately, the thoughts of these men have come down to us and can be synthesized for public relations practice. Therefore, an examination of their views of the virtue of justice can stimulate further understanding of it as one of the major

moral aspects of a philosophy of public relations, and hence one of its boundaries.

"Corporate character"

Obviously, this concept of justice as a boundary of public relations raises many questions, some even from the non-cynical. Who is to decide what is due to whom? What are a corporation's rights and obligations under moral law? How does the corporate enterprise choose freely what to give a public when government and public opinion might at any time seem to decide unjustly against the corporation? (Political climate, for example.) To what extent or how often can "corporate character" compromise in order to "get along"?

Moreover, this concept assumes a set of standards by which these questions can be answered. However, I think all public relations practitioners recognize that these standards have existed for 2,000 years. Although summed up in the Golden Rule, I think they should be re-expressed with emphasis on the discipline of what is called justice.

Duty to others

This definition of justice, of giving every public what belongs to it, by right, was accepted by both Aristotle and St. Thomas Aquinas. The Greek philosopher stated that justice alone of the virtues is thought to be another's good because it is related to a neighbor. Consequently, justice in this sense implies duty and obligation to others.

St. Thomas believed that justice alone of all the virtues implies the notion of obligation, that justice removes the obstacles to peace. He went further. To him justice is also the work of charity (getting along with each other) since charity according to its very nature, causes harmony (good relationships). So he concluded that the virtue of justice can govern the interaction of men who accept the notion of obligation (giving what is due) and ideally, it can harmonize such interaction when touched by the uniting force of charity.

The conclusion I draw for boundary building is that the corporation or other organization that develops the habit of being *just* acknowledges its need to get along with its publics on the solid foundation of a moral principle. Upon this foundation the

Continued on Page 20

STANLEY H. MULLIN serves in a dual capacity at Pace College, New York as Development Director and Assistant Professor of Marketing and Public Relations. As Development Director he is responsible for the college's public relations program. Mr. Mullin introduced public relations into the curriculum at Pace and has been teaching the subject since 1952. He received his B.A. degree from Brooklyn College, his M.B.A. from New York University and is currently completing work for his Ph.D. degree with a major in communications. Before joining Pace in 1948 Mr. Mullin held positions in the market research, publishing and advertising fields.

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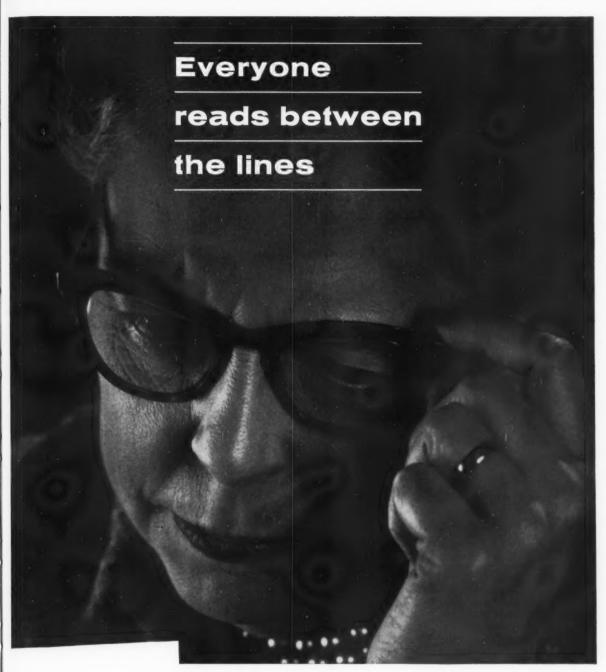
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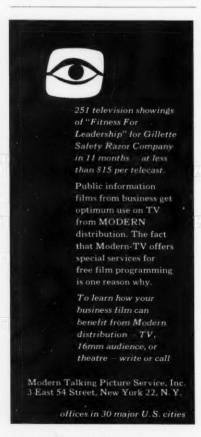
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Mr. Mullin

corporation builds a creed with sound ideals and good habits. And it can then act habitually, for, as Aristotle says, justice is a habit of action, not of the passions. Then management strikes its balance of several responsibilities by giving to all publics what they deserve according to right principles, e.g., profits to stockholders or good working conditions for employees, who have a right to them.

Rights like coins in the mint

It is tempting at this point to lecture on the subject of rights. Let me summarize quickly that there are many in our society-personal, social, national and international. Like the coins we mint, they are two-sided, for every right brings with it an obligation. I have a right to freedom, for example, but I have a duty to observe the laws that protect that freedom.

Now, the virtue that deals with balancing the exercise of rights is justice. And justice has a solid foundation, law. Obviously, all laws, statutory, moral, natural and supernatural, are designed to protect these rights and obligations, and ultimately our liberties. Break the laws, or side-step them, or abuse them, and justice is offended, freedom is lost, to whatever degree . . . and strained relations follow.

In all honesty we are aware of the frequent necessity to compromise. Practicing public relations people, interested in achieving objectives of the employer or client in his relationship problems, know the need of bargaining so that conflicting interests are finally united. The issues in disputes can be resolved either by lawyers in court action or by public relations through discussion and agreement. Provided the public relations man knows and appreciates objectively the justice of what is due each party to the relationship, and provided he has the fortitude (in its literal meaning as the moral virtue of disposing us to do what is good despite all difficulties) then a company can resolve its difficulties by taking a stand based upon rights rather than upon sentiment or upon fear.

"Getting along"

Often the urge to "get along" leads to compromise of what is right and what is good principle. But, the increasing interest of the corporation in developing a creed, and the sympathy and understanding that many thoughtful business men are giving to the need of morality in business provide a real hope and opportunity for public relations to adopt and practice the fortitude and justice any philosophy demands. Fortunately, with the exercise of these virtues compromise can be made without sacrificing principle. There is a growing appreciation, for example, that honesty is the best policy because of the principle rather than because of the pragmatic notion that it pays off.

Aguinas and Aristotle

I think that if public relations was a state it would be bounded on the north by justice and on the south by the good communications that reflect good character. I think that public relations is soundly bounded when measured by the metric mile of sound philosophy. The testimony of Aquinas and Aristotle has been in evidence for a long time but I believe that its application to public relations is as timely as a press release. The core of it is this: a great function of public relations is to guide management to corporate objectives through solving and preventing problems of relationships, of dealing with human resources capably to achieve corporate objectives.

In that practice public relations management is as important as all the other major functions of the business enterprise. When well based morally in the minds of the corporate officers and in the talents of the public relations people, then as I see it, good will, unity, peace are the fruits we can expect from the exercise of justice.

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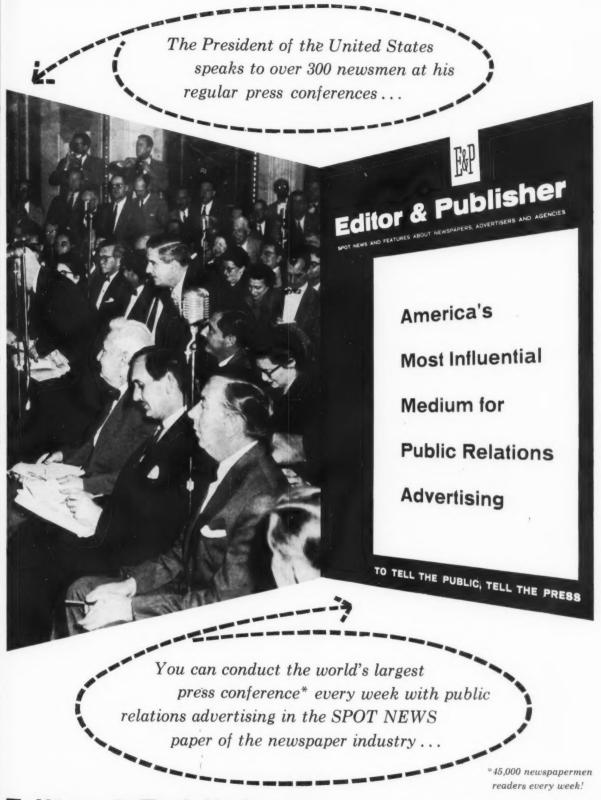
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"In such a constantly expanding industry, a strong financial relations program is essential to create and maintain the atmosphere necessary for raising large sums of money. Obviously, constant communications with the financial

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Peru Has Growing Pains In Public Relations

By Howard R. Stephenson

In common with other countries that are struggling toward economic development and industrialization, Peru is adding public relations to the growing list of functions and techniques that are part and parcel of its march to economic maturity. The term "public relations" is now incorporated in the everyday business vocabulary. However, there is widespread misconception in Peru as to just what public relations is all about. This is not too surprising since that country can hardly be expected to have as clear a concept of public relations as that held by its innovator and chief practitioner, the United States.

United States contacts vital

Public relations, both as a concept and as a technique, is being introduced into Peru mainly via its contacts with the United States. There are heavy United States investments and interests in Peruvian mining, agriculture, industry and commerce. The top administrative and technical spots in these firms are still largely in the hands of United States personnel. Furthermore, there is a steady flow of Peruvian students and trainees to the United States where they at least hear about this new arm of corporate management. So the seeds of public relations are being planted in Peru, but as yet they have not sunk very many roots nor sprouted much above ground. If public relations does come to flourish in Peru, it will do so in a climate and in conditions that are quite different from those of its natural habitat in the United States. Furthermore, it would be quite foolhardy to try to bodily transplant a "Made in U.S.A." public relations program to Peru.

Here are some of the things that public relations is up against in Peru. First of all, as a concept or a philosophy of social responsibility, public relations has little historical tradition in that country. Public opinion in politics and in business has not until recently been a vital force in the country. Its pre-Columbian Inca empire was monolithic with all powers—governmental, military, religious, economic—tightly held in the hands of the Sun God. Pizarro and his band of Conquistadores took over the military-political-economic reins, while the spiritual-educational functions went to the Catholic Church.

Colonial internal conflicts in Peru were pretty much limited to in-fighting among the wealthy, landed descendents of the Conquistadores, and/or feuds between these landowners and the Church. By the time of the Peruvian Wars of Independence, there was a three-way split in the power groups: the military, the landholders and the Church. Even today the successful politician in Peru needs the support of any two of these three power groups to attain, and equally important, to retain, control. If any two of these factions gang up

on him, he has small chance of gaining office in the first place, and then of hanging on to it.

Our public relations favorite in the United States, the man-in-the-street, Mr. John Q. Public, just has not played a very important role in Peru—in politics or in economic activity. But this is changing. It's changing too fast to suit some of the powerful interests. These include people who as yet are not convinced that public opinion plays, and will play, a dominant role in their success and survival. And of course, any form or formula of public relations that leaves out the public opinion factor is not going to get yery far.

There is no doubt, however, that a middle class in forming and that it, along with the growing working class, is becoming restive. The expanding middle class seems to associate itself quite definitely with the working class and not with the top-management, ownership class.

PHOTOS COURTESY GRACE LINE



Cathedral in Lima, Peru

Even if the concept of public relations as a function of management were to become accepted in Peru, the practitioner there would still face challenging problems in public relations communications techniques. Let's just look at the media themselves. Peru enjoys freedom of the press. There are two big morning dailies and two afternoon tabloids in Lima, which is the hub of political and economic activity. Almost all towns of 20,000 population or more have at least a weekly newspaper. But regarding circulation, there is no ABC that supplies certified figures.

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Radio stations now number more than 20 in Lima (population about 1,250,000) alone. Who listens to them, at what time and to what kind of programs? No one is sure. As for Hooper ratings, Neilson or Trendex, there's no such animal.

How about the publicity release? How does it fare? Not too well. Newspapers might run your story but the name of your company and product will be carefully deleted. I remember a rather lengthy interview that was run about a friend of mine who works for the Exprinter S.A. travel agency in Lima. The story told a good deal about her, described a typical day in the life of a travel agent, but skirted any mention of what agency this "Personality of the Week" worked for. I later asked an editor of the paper which published the story why such an important clue to the interviewee's identity was left out. "We're not in business to promote Exprinter," was his reply.

"Pay-for-it" is what many a publicist does. If his client is a heavy enough advertiser he can place just about anything he wants in the news columns. (The story usually comes out side by side with his paid ad.) If he is not an advertiser then the editorial columns are open at the regular rate. Even on the society page,

Huayna Picchu towering above mountain top lost city of the Incas.

those pictures of the brides-to-be are paid for by the proud fathers.

A further handicap is the lack of any internal wire service in Peru. A public relations office must send its stories and pictures to each and every paper and scripts to each radio station. There is no central service bureau and no newspaper or radio chain. Furthermore, it's a complete waste of time and money to send glossy prints to any paper outside of Lima. The other papers do not have the equipment for making cuts; most of them can not even use a mat. The magazine field is much the same.

House organs are beginning to appear here and there, and other company publications such as annual reports, manuals and information pamphlets are starting to show some public relations touches.

An outstanding leader in public relations in Peru is International Petroleum Company, a subsidiary of Standard Oil of New Jersey. Its public relations department has a long and successful record. Grace & Co. (Peru) has a commercial relations department that performs some public relation functions. The Cerro de Pasco Corporation, which is the largest employer in Peru with some 16,000 on its payroll, has its public relations efforts handled through the industrial relations department. Goodrich Tire & Rubber Co. has given the title of "public relations" to its contact sales representative for government offices. Braniff International Airways has a public relations representative who does a thorough job of meeting the VIPs at Limatambo Airport. And so it goes.

HOWARD R. STEPHENSON is Assistant Manager, World Trade Department of the San Francisco Chamber of Commerce. Between 1958 and 1959 he was a Fulbright Lecturer in Public Relations at Catholic University of Peru (Lima) where he was able to gather material for this article. While he was in Peru he was a public relations consultant for McCann-Erickson and had several articles published in leading business magazines. He is the author of the first public relations book, in Spanish, written for and to be published in South America.

The Public Relations Role In Occupational Medicine

By George A. Douglas, Jr.

Occupational medicine—the medicine dedicated to keeping executives and other employees physically and emotionally fit—has grown tremendously in recent years. No small part in this growth in this essential health program among businesses and industries has been played by public relations practitioners of hospitals and clinics.

These public relations men and women have shown management, through educational programs, the need of preventive medicine to keep their employees "on the job."

During World War II and the Korean conflict, personnel shortages convinced industry that a comprehensive medical program was needed to keep their workers fit. Executives, with ever growing responsibilities, face strain and tension each day. To keep these executives in good physical and emotional health is just good common sense.

"Dollars and cents"

However, to educate the management of business and industries on the "dollars and cents" value of such a program, as well as the other employees of a company, takes an aggressive educational program.

At the Boston Dispensary, New England's oldest medical institution, we have been conducting such a program for Greater Boston industries and businesses. We feel, as do most modern hospitals and clinics, that our role in the community is not only to treat those who are ill but also to promote good health and health methods.

There were many businesses and industries in our area, which could not afford to have a physician or nurse on their staff but could use the facilities of a clinic or the out-patient department of a local hospital.

Our first step in this program was to utilize all mass media—newspapers, television and radio. We arranged several newspaper and radio interviews for our staff physicians, as well as public service announcements on radio and television stations.

These announcements said very briefly: "Mr. Employer, it is good business to provide annual physical examinations for your employees, both on the executive and non-executive levels. For further information, call or write the Public Relations Department of the Boston Dispensary." This generated considerable interest in the program, as did several articles in business and industrial magazines, citing the value and importance of occupational medicine.

We wrote letters to all personnel managers in Greater Boston, some 300 of them, and, in non-technical



language, explained the need of occupational medicine and how a comprehensive annual examination is of tangible benefit not only to the employee but also to the company.

The Dispensary staff has aided a number of businesses in setting up occupational health programs throughout New England; including a group of industrial concerns, which pooled their resources to initiate a co-operative program.

For those companies which expressed interest, we talked to employees at company meetings, using any available staff doctors, to explain why annual examinations are important and what they should consist of. We also employed simple but effective visual aids to make clear our points about health.

The major problem among executives and employees is that many are

worried that, if something physically wrong is found out, it might impair their progress with the company or it might even ultimately lead to termination. In all our talks and in printed material, we emphasized that although the company sponsored and underwrote the cost of these examinations, the actual medical report was not given to management.

The employee receives a brief report, mailed to his home, and a full report is sent to the employee's own family doctor. Since this assures the family doctor, usually a general practitioner, of a full report each year, including laboratory tests and X-ray readings, the doctor is enthusiastic about the program.

Once a program of this type is in progress, the public relations department still plays an active role. A good example of this is our recent experience with a Boston insurance firm.

For nine years, this company has provided annual examinations for its executives and employees. However, management was concerned over some of its people not taking advantage of the examination. Management explained that it knew these annual examinations had saved the lives of several employees.

A list of all employees and their home addresses was given to our public relations department. We wrote personal letters to each person and enclosed a clipping from "Parade Magazine." This story was written by a woman, whose life was saved by such a company-sponsored examination.

The letter and clipping "sold" many of those who had been indifferent. Generally, they returned to the fold and received their annual physical examinations.

Throughout the country, many similar programs are being conducted. We feel this is a tangible aid to business and industry. It shows that a hospital or clinic is interested in being a "good neighbor" in providing comprehensive medical and health services to all segments of the community.



in the forest and no one hears it fall, did it make a sound at all?

This old philosophical riddle has its modern counterpart in the realm of ideas. For if an idea is not heard, if it is not known, if it does not spread . . . then it is, in effect, stillborn.

Ideas without *understanding* are but meaningless words. What, for example, are the concepts of Freedom and Democracy to those who have never known them?

Nothing—without understanding. And understanding can come only when men exchange ideas with one another. Without such communication, man is very much alone.

Peace itself may depend on communication, on the growth of understanding between peoples. To that end, international magazines help give people around the world a common experience of the ideas and events of our time.



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AIR FRANCE JET

WORLD'S LARGEST AIRLINE/WORLD'S MOST PERSONAL SERVICE

ALL-OUT SERVICE PROVIDED FOR LARGE-SCALE PRESS COVERAGE

By Sondra K. Gorney

People all over the world read or heard about the 1960 White House Conference which was called by President Eisenhower "to promote opportunities for children and youth to realize their full potential for a creative life in freedom and dignity."

The activities and discussions of 7,602 participating delegates from every state in the Union and from 73 foreign countries, as well as speakers and guests, who met for one week in Washington, D.C., were reported daily by 500 accredited press correspondents.

These reporters received unique governmental assistance in their difficult task of covering five theme assemblies, 18 forums, 210 workshops, and an opening and closing session.

The White House Conference staff set up its own system of internal and external reporting to aid the press in telling the conference story to the world—thereby earning the gratitude of overworked newspaper, magazine, radio and television personnel.

Government specialists

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VICE

The internal reporting service, under the direction of Alec Kritini, Office of Public Information, Department of Health, Education and Welfare, consisted of 175 government employees on one week's loan from 13 agencies.

Workers with previous newspaper experience were recruited from the departments of HEW, Agriculture, Labor, Air Force, Justice, Housing and Home Financing, Interior, Army, Veterans' Administration, Navy, Office of the Secretary of Defense, Selective Service System, United States Information Agency and the Voice of America. Representatives of these agencies form a standing Interdepartmental Committee on Children and Youth.

Operating within the plush confines of a hotel, this staff created what the Washington Post described as: "the only news room in the country with wall-to-wall carpeting."

With the aid of a microphone, Miss Dorothea Andrews, of the Children's Bureau (a former Washington Post newspaper woman), directed the efforts of 36 reporters, 18 rewrite men, 10 copy editors, 10 proof readers, 32 typists (16 to a shift), 9 mimeograph operators and 12 beautiful girl-runner "copy boys."

Sixty desks and lamps were set up in the huge hotel banquet room in typical city-room layout. Brand new typewriters worth about \$10,000 were a loan from the Royal Company.

Each morning, ten reporters were assigned to the five theme assemblies, two to an assembly. They filed their stories during the 45 minute break between assembly and forums. (The meetings were covered as straight news.) Then they joined the other reporters to attend the 18 forums, two reporters to each forum. As the conference drew to a close, forum resolutions were handled as bulletins, as if the men were covering election returns.

Conference sessions were held all over the city of Washington in 85 places: hotels, government buildings, churches or headquarters of national organizations. Reporters had as much traveling to do as writing.

This was just one of the reasons why conference releases were a valuable aid to correspondents—who couldn't possibly cover all the meetings. The 800,000 sheets of paper used for internal reporting were not wasted. These stories will help in compiling the final proceedings report which will be mailed to delegates, along with a compilation of 1,600 catalogued recommendations of the delegates.

The other part of the two-pronged Continued on Page 30 YOUNG MAN, 28, German by birth, educated and residing in Switzerland; University training as linguist (translator-interpreter) fluent German, French, English and some Italian; several years' experience in translating (technical) editing and publishing SEEKS POSITION with public relations organization or public relations department of a company intending to, or having set up headquarters in Europe. Training in the U. S. accepted. Willing to travel. Able to take responsibilities. Heinz Georgi, TANNAY (Vd) Switzerland.

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DOW-JONES
Instant News SERVICE



operation designed to help the press was headed by Mrs. Joan Gaines, a public relations consultant who is director of the Conference Interpretation Staff. Mrs. Gaines' regular staff was_supplemented by employees on loan from other jobs. Checking press credentials were a man from a life insurance company, a woman from Children's Hospital in Boston, a home economist and a designer of Simplicity patterns.

The Conference Interpretation staff made abstracts from advance texts of 194 speeches, boiling them down to two-pages each. These were processed by the Department of Defense. Visiting correspondents, wearing yellow badges, were divided into Fast Press (dailies and wire services—with distinguishing red dots on their badges), and Slow Press (weeklies and journals).

The Fast Press room, set up in another splendid meeting room, had 33 desks and typewriters, plus two Western Union telegaph units. The Slow Press worked in a lounge off the ballroom balcony. Mimeographed copies of stories written by the Internal Reporting crew were spread out on long tables in the two press rooms. As the week progressed, they flowed over into several adjoining rooms. Reporters relied heavily on this material.

Miss Elinor Mitchell, former director of public relations for the American Association of the United Nations, was co-ordinator of Editorial Services for the White House Conference. She helped publish the numerous booklets and pamphlets which were used by delegates for home-study prior to attending the conference.

Still another White House Conference staff member, Miss Joan Lief, handled the press liaison desk. She located visiting celebrities and set up press interviews on request. Most sought after were the 500 international delegates.

A daily White House Conference Bulletin told about state delegation meetings, receptions, room changes, educational and commercial exhibits, and other news tidbits. In the Radio-Television Press room interviews were taped and filmed for use all over the world.

Innovations in handling press coverage of this vast conference may well be adapted by other organizations, governmental or otherwise. Public relations know-how, used wisely, can extend and deepen the reach of all communications media.

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U.S. Success Story In Canada

National prejudices overcome with public relations program

By Leonard L. Knott

During the past decade, thoughtful people have revised their opinions about the value of international trade and personal contacts in promoting friendship and peace. Even economic aid, unselfishly given, is not enough and it is becoming apparent that understanding and sympathy for the other person's viewpoints are needed if anything of permanent worth is to be accomplished.

Industries in other lands

Business associations and personal contacts plus public relations are necessary to obliterate the image of "the ugly American." When North American business moves abroad, its public relations becomes doubly important because it affects not only the fortunes of the individual company concerned but also national interests. Many foreigners judge a country by the attitudes and actions of those who represent its industries in other lands.

Canada, which is the United States' best customer and custodian of billions of dollars of U.S. investment capital, takes on the whole a more friendly and understanding attitude

towards its wealthy neighbor than do more distant and less fortunate countries. It shares the same democratic tradition and economic philosophies and has no fear of being propagandized on behalf of the "American Way of Life" which is generally-speaking also its own.

But Canadians, too, have their prides and prejudices. They have historic fears and a distaste for economic domination by others. In a less violent way, therefore, they present to the American industrialist or businessman a testing ground for international business behavior. What antagonizes Canadians, Americans may be sure, will antagonize other foreigners even more. Good U.S. industrial or business public relations that are effective in Canada will to a degree also be effective elsewhere.

There have been over the years not infrequent glimpses of "the ugly American" in Canadian affairs. U.S. subsidiaries in Canada often have been managed exclusively by aliens; policies have been dictated from the U.S. with seeming disregard of Canadian national interests. Subsidiaries, many of which are Canadian only by virtue of having "of Canada, Limited" attached to their U.S. name, limit their participation in Canadian life to extracting and exporting the nation's raw resources for processing in United States plants.

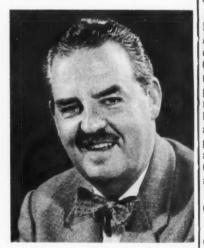
Overcoming prejudices

There are fortunately also examples of U.S. companies which have entered Canada, sometimes under very difficult circumstances, and have won the support and goodwill of the Canadian people simply by paying proper attention to their public relations and being as concerned about public opinion in Canada as they are at home. Such case histories should be known to other U.S. firms with eyes on the north. One

particularly offers a classic example of how thoughtful public relations can overcome even the strongest national prejudices and antagonisms.

Early in 1956, it was announced in Canada that a new hotel, the largest in the British Commonwealti, was to be built in Montreal by the Canadian National Railways and that it would be managed by Hilton Hotels Inc. of the United States.

The announcement brought a storm of protest—in Parliament, in the press, in letters from readers, in violent speeches and in resolutions from many public bodies. The Canadian National Railways is a publicly-owned system operating from coast to coast, the property of the Canadian taxpayer. In addition to operating the longest railway mileage in the world, it has for many years operated a chain of first-class hotels including the Chateau Laurier at Ottawa, the Fort Garry in Winnipeg and Jasper Lodge in the Canadian Rockies.



Mr. Knott

Objections were raised to having American management brought in to direct a Canadian enterprise, publicly owned, which would be part of a system with vast and successful hotel management experience. References were made to the Canadian inferiority complex, to the fact that managers and department heads would be American and bus boys and kitchen staff would be Canadians. Canadians, people said, would be simply "the hewers of wood and drawers of water" while fat salaries and fees would be drained off to the United States.

Donald Gordon, president of the C.N.R., explained to parliamentary committees and in public statements

President of Editorial Associates Limited, Canada, and a past president of the Canadian Public Relations Society, LEONARD L. KNOTT is today regarded as one of Canada's best authorities on public relations. He is a pioneer in the field and has been a newspaperman, a magazine writer, a public speaker and a syndicated columnist. Mr. Knott has written frequently for Canadian and U.S. magazines on business and other topics and is the author of "The PR in PRofit, a Guide to Successful Public Relations in Canada." He has lectured on public relations at Harvard School of Business Administration, McGill University in Montreal and the University of Toronto.

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that the decision was no reflection on Canadians as managers but was made simply because in today's travel world much of a hotel's success depends upon convention business. Hilton, with hotels around the world, would bring much new international convention business to Canada. The new hotel would also enjoy the professional advice and services of a highly successful international hotel organization.

Boycott threatened

Then, to complicate matters even further, while the hotel was still under construction, it was announced that it would be called The Oueen Elizabeth. a decision which aroused the immediate and noisy opposition of a great many French Canadians in Canada's largest French-speaking city. They threatened to boycott the hotel when it opened and even took their protests to the Governor General and Oueen Elizabeth herself when she visited Canada.

Into this situation in the spring of 1957 moved Donald M. Mumford, American-born, Statler-trained hotel executive, as general manager of Queen Elizabeth. With his arrival the thoughtful, planned public relations program began. Canadian public relations counsel was employed and a year before the hotel opened it commenced almost daily consultations with the general manager, informing him and advising him about every aspect of Canadians, and particularly Montreal and French-Canadian life.

Cultural interests stressed

Such subjects as cultural interests, food and beverage preferences, national characteristics and historic backgrounds were discussed. Small luncheon and dinner parties were held for representatives of the press, radio and television simply so that these influential people might meet and get to know the manager of the city's newest and biggest hotel. In co-operation with the hotel owners, decorators devised authentic Canadian themes for public rooms and commissioned Canadian artists to paint original works for each of the 1,200 bedrooms. Meetings spread over weeks discussed and finally adopted historic French-Canadian names for the principal rooms.

When it came to hiring personnel, more than 95 per cent of those employed were Canadians, some of them brought back to Canada from the



Skyline view of Montreal

United States. Every appointment of a Canadian department head or senior executive was announced publicly. Care was taken to have menus, hotel signs and room literature produced bilingually. Historic Canadian foods and customs were featured in all dining rooms and lounges.

At the official opening in June, 1958, Hollywood stars and local dignitaries found at Hilton openings were present but in addition the hotel brought back from Paris a young French-Canadian singer, Guylaine Guy, and from New York it brought Guy Lombardo and his Royal Canadians.

Meanwhile, to operate the hotel a Canadian company had been formed, and on its board of directors were leading Canadian industrialists and financial men, including three prominent French Canadians. Within a month of the opening, local guests at The Queen Elizabeth declared it to be the "most Canadian hotel in Canada and the most French-Canadian hotel in Montreal." Other local hotels began adapting its national approach.

Tourist traffic

In the attraction of tourist and convention traffic development, the hotel has taken a leading part, encouraging others to follow its policy of presenting Canadian atmosphere, menus and entertainment. Birch bark canoes carry fruit to individual rooms, Indian peace pipes are smoked at the Beaver Club and a "talking bear" from the Canadian wilds stands in the modern lobby.

In each guest room is a copy of the hotel's monthly magazine, The Eliza-bethan, a bilingual and high class, slick publication. It has had articles reprinted in "Reader's Digest."

Before the opening, the strongest opposition to the new management was expressed almost daily by a French-Canadian nationalist morning newspaper. In editorials much more vigorous than any which appear in English-language newspapers, it denounced the C.N.R., the Canadian Government and Hilton for their alliance and refused to attend the open-

This year, just two years after the hotel opened, the newspaper held its fiftieth anniversary dinner in Le Grand Salon of L'Hotel Reine Elizabeth (The Queen Elizabeth) and reported the affair in detail in its next morning's newspaper.

To cite another example, in its annual poll of members, the Commercial Travellers' Association of Canada reported that The Queen Elizabeth had been selected "almost unanimously" as the Canadian Hotel of the Year. For the first time, the 16,000 commercial travellers who comprise Canada's most frequent hotel users had chosen a hotel outside the Province of Ontario where most of them reside. And one of their reasons was that the new hotel expressed an ideal from the standpoint of furnishings, meals, service and general atmosphere.

Add one more point: The hotel last year was the most profitable in Canada and one of the most profitable in the international chain.



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Jet Age Techniques For Public Relations

By Les Rossi

Minutes and miles melt away fast when a sleek new jet streaks across the land ... carrying you and a 3-pound tape recorder to a jam-packed schedule of public relations interviews. Your assignment in one instance includes a home builder, a real estate appraiser, sewer pipe user, a water treatment plant operator. Also a hospital adminstrator, a lady mechanic, Mrs. America and a "keeper of the cobras."

Most of these interviews were to be translated into trade and consumer magazine feature articles for a variety of clients. Many stories had tight deadlines. The speed of modern-day travel helped, but the data-gathering and photo-taking requirements were such that a simple but flexible plan of action had to be developed in advance. This was to utilize the short time available to the best possible advantage.

The plan

It was decided that, in most cases, one company user of a particular client's product would be interviewed in the morning. At the same time pictures would be taken . . . not all the pictures needed for the article, but the most important ones. The remaining pictures would be taken later by the photographer on his own and then airmailed. The same routine, where feasible, was to be followed in the afternoon. In this manner, material for at least two stories a day could be gath-

But, to make the plan work, one .

more element was needed. An 81/2inch transistorized midgetape recorder with a 50-hour battery was packed into the suitcase, along with several 90minute erasable tape cartridges in handy mailing containers. This meant portable, automatic, effortless interviewing . . . instead of slow, laborious and possibly inaccurate note-taking ... both indoors and out.

The midgetape is a new, broadcastquality recording device. This ruggedbut-tiny, push-button unit instantly records, plays back and files. It comes with optional accessories for "candid" recordings . . , an attache case, a wristwatch microphone, a lapel or tie microphone, a telephone microphone, a nylon shoulder holster and a number of others.

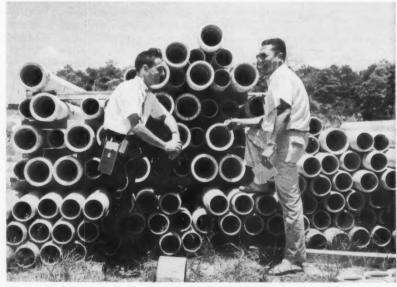
The results

The plan was put into action recently when the writer met a client representative at LaGuardia Airport for a trip to Palmyra, N. Y., via Rochester. The midgetape was turned on in flight and a discussion began on the assignment ahead . . . a story on the use of a certain filter powder at a water treatment plant. Despite the vibration and extraneous noises encountered in flight, the recorder was able to pick up our entire conversation, as we discovered moments afterward when we switched the unit to playback.

Not long after the plane touched down at Rochester, we were in a car with the plant operator, driving toward nearby Palmyra. Again the recorder was turned on for an in-the-car discussion which once more saved valuable time. The discussion continued at the plant site, photos were taken and the completed tape cartridge mailed for immediate transcribing. In this case, the recorder proved especially helpful because the data obtained was both extensive and highly technical. Notetaking would have been extremely laborious and subject to possible in-

In Baltimore, a builder was opening a housing development which included many client products. On the train the recorder was used as a notebook to

Continued on Page 36



Interviewing a Florida builder

LES ROSSI joined Asher B. Etkes Associates, New York, in April as Director, Client Services, and was recently promoted to Vice President, Mr. Rossi was formerly with J. Walter Thompson Co., with public relations and publicity responsibilities, and Ford Instrument Co. Division of Sperry Rand Corp., where he served as Publicity Manager. He is an honor graduate of Ohio University.

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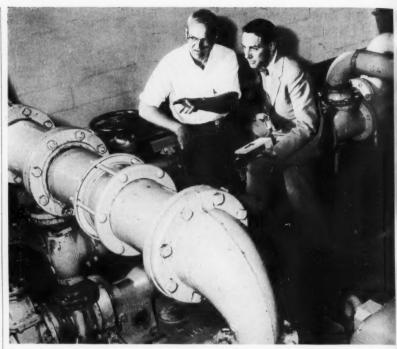
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- 5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: 5018. (This information is required by the act of June 11, 1960 to be included in all statements regardless of frequency of issue.)

Mary E. McNeill Executive Editor

Sworn to and subscribed before me this 15th day of September, 1960.

Helen W. Schumacher Notary Public State of New York

(My commission expires March 30, 1962.)



Highly technical data recorded at plant site prevented any possible inaccuracies or slip-ups.

take down the writer's instructions for secretarial handling of the tape cartridge later. At the housing development the recorder acted as a portable listening post, gathering an excellent first-person reaction from model home visitors for later direct playback on television and radio.

In southern Florida, many other interviews were conducted and story material developed. In Miami the general manager of a real estate appraisal firm was interviewed on how he mechanized his paper work with automatic dictating equipment. Also in Miami, the recorder was used in an interview with the only cobra venom producer in the Western Hemisphere . . . a fantastic individual with the most dangerous occupation in the world . . . seizing swift-striking cobras with his bare hands and taking from them deadly venoms which are becoming more and more important in medical research. Again, as each interview was completed, the completed tape cartridges were rush-mailed for quick transcrib-

In Pompano Beach Highlands a sewer pipe user dictated into the midgetape a story of how that product saved time, money and labor on a particular housing project. The head of a veterans' hospital in Coral Gables told the writer, via midgetape, how that

government institution uses dictating machines to teach telephone courtesy to employees.

A big story was breaking, meanwhile, in Fort Lauderdale. A new Mrs. America was about to be selected, and the crowning ceremonies would be witnessed by millions over network television. One of the contest sponsors was a client

Once more the pocket recorder was used for a reaction interview, capturing not only words this time but some of the drama and excitement of the event as well. Mrs. America's first words as the nation's newest number one homemaker were recorded.

Later there was another "offbeat" interview assignment for another client. A beautiful professional model had a special talent of interest to a newspaper syndicate . . . she also was an auto mechanic. The client was an automotive filter manufacturer, so a story was planned on car care. Emphasis was on the need for periodic filter changes. In this case, a 24-hour deadline had to be met.

A taped interview was the answer. All necessary data, including many colorful quotes, accurately recorded, went out on the wires right on time... one more example of a push-button technique for public relations in the jet age.

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Books in Review

BIG BUSINESS AND FREE MEN, by James C. Worthy. Harper & Brothers, New York, 205 pp., including index, \$4.00.

Reviewed by Dan J. Forrestal Director of Public Relations Monstanto Chemical Company St. Louis, Missouri

Jim Worthy's book is like the gourmet's vegetable soup. There is nothing particularly new about the ingredients. Yet seldom have they been selected and blended so tastefully. Among 1960's endless books on business, here is a readable, provocative, almost clinical study written with a sensitive hand and based on a penetrating understanding of the impression made by business and businessmen. Because the author is so capable an analyst of impressions, one would think this is an ideal addition to the public relations man's library. And library it should be-for this is a collection of thoughts worth re-reading, especially now as the U.S. finds itself confronted with what promises to be a more liberal era.

In such an era, is the businessman a liberal or conservative? A conservative, you say. Yet hear this: Mr. Worthy, unimpressed by traditional semantics and symbols, finds the businessman a true liberal, a man chasing change and improvement and progress. "Implicitly the thesis of this entire book . . . (is that) the philosophy of liberalism is by and large more natural and comfortable for the modern businessman . . . than the philosophy of conservatism."

The author declares, furthermore: "Somehow or other the labels 'liberal' and 'conservatism' have gotten mixed up. To change the metaphor, the cloak of conservatism fits the businessman as poorly as the cloak of liberalism fits many who profess that faith—as though someone had made a mistake in the check room." This reader enjoyed the defense of this point.

Then, up front in Jim Worthy's book, is an attack on that tired truism which indicates "with knowledge (of our business system) will come acceptance." Tain't necessarily so, says the author. "Confidence in business management itself is also necessary, and one (confidence) does not inevitably follow the other (knowledge)."

Speaking of knowledge and understanding, the author goes farther. "In a real sense," he says, "the basic problem is the attitudes and understanding of the businessmen themselves; public attitudes are secondary and largely derivative." And in this same area of the book-where the self-conscious businessman is dissected-Mr. Worthy comments, "The American way of life does not need to be sold so much as it needs to be lived. And among those who must do the 'living' are businessmen themselves."

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In his chapter on "Basic Misconceptions," the author examines self interest and public interest as applying to the businessman, and notes "the attractiveness of communism . . . for certain persons of high moral aspirations reflects their reaction against a business system which makes selfinterest paramount." He adds "The concept of the role of self-interest . . . needs to be re-worked" and he finds the problem going quite beyond the fact that businessmen do serve the public interest devotedly. Here, again, symbols and impressions play a part -to the extent that even when businessmen feel strongest about the public interest and human values, they disguise their true feelings under the cloak of self-interest because of their responsibility, their tradition, and in the interest of being readily believed. The author's probing of this point is, alone, worth the price of the book. Especially is this true in the development of the thesis that the public interest is not simply a "fortuitous byproduct" of the managerial function.

The relationship between profits and survival . . . an examination of attitudes of people based largely on their experience with business . . . a study of "People In the Structure," of "The Symbols Men Work By"a look at the businessman as a citizen -these are among the highlights in a fascinating book.

On the critical side, the book is quite bookish, almost classroomish; it's devoid of the human, friendly touch which might have helped it somewhat; it has little or no sense of humor and is disappointingly short of warm, personal anecdote or drawing

room conversational tone which, this reviewer believes, would have given it an inviting lilt. It is an essay, yet one of depth. It asks why the businessman is not more adequately appreciated-and Author Worthy's answers are worthy of public relations' eves and ears.



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Five Big Steps in Persuasion

Effective techniques available but must serve worthy objectives

By Dr. Richard M. Baker, Jr.

The true public relations specialist is in one sense a merchant. He is a merchant of truth, of information and ideas. His job is to influence human attitudes and behavior, but only as he operates from a platform undergirded by morality, ethical behavior and principles of the highest order.

Any other approach to mass communication could lead only to a rejection of the communicator by the public. He and his persuasion would be cast aside as were Hitler, Mussolini and others of their ilk. Persuasion is an important part of the work of public relations, but it must be honest and grow out of real conviction and pure purpose.

The term *persuasion* gives some persons concern, and yet it is an integral part of every businessman's life. Why should this be? Unfortunately, demagogues, propagandists and scoundrels have caused many of us to suspect any effort which bears the "persuasion" label. Know that persuasion must be built on acceptable moral and ethical bases, and we certainly assume this is the case in the public relations profession. Let us examine the nature of ethical persuasion.

What is persuasion?

Persuasion might be explained as any activity designed to influence one's attitudes, opinions and beliefs, and thus to cause him to respond in a more or less predictable manner. How does one know what to do in order to cause another human being to react in such a predictable manner? If we can answer this question, then perhaps we can begin to see what persuasion is all about

Let's begin with an analogy or two. An auto mechanic has to analyze what he believes to be wrong with an auto engine before he can repair it intelligently. A medical doctor must diagnose an illness before he can prescribe a remedy. The public relations specialist must do much the same thing. Before he can outline a persuasive program he must diagnose those whom he wants to influence. He has to ask, "What makes people do what they do? And how can I use this knowledge?"

Fortunately, we know a little something about the wellsprings of human behavior. This bit of wisdom gives us an advantage, for we can now work in terms of influencing the thinking and actions of others. This is not the whole story. Although each of us has needs common to all humans, each person also possesses traits which are peculiar to himself alone. It is here that analysis of the person to be influenced truly becomes important. After the analysis has been made, the persuasive program has to be tailored to fit the one at whom it is directed. As he constructs his program, the public relations practitioner should keep five things in mind, and this brings us to the five major component parts of a unit of persuasion.

Attention and interest

Attention and interest are the lines over which communications flow. Attention and interest are considered together for they are much alike. Attention differs from interest in that it is a fleeting thing while interest is more fixed and sustained. The communicator seeks to catch attention first and then convert it into interest which he keeps alive as long as he must. As long as attention and interest are held, then

DR. RICHARD M. BAKER is Chairman of the Department of Marketing at The Florida State University, Tallahasee. Dr. Baker received his B.S. degree from Kent State University and his Master in Letters degree from the University of Pittsburgh. After extensive experience in the business world Dr. Baker joined the faculty of Florida State University where he studied for his Ph.D. degree which he received in 1958.

the speaker or writer has a direct line of communication through the five senses into the listener or reader. The more intense the interest, the less resistance there is to the flow of communication over these lines, and if attention and interest are lost, communication ceases to flow.

What will catch a person's attention? All human beings, provided their five perceptive senses are functioning properly, will respond to such things as light, color, sound, odors, movements, size and changes in intensity. These are easy to use. The showman, the demonstrator, knows how to move, speak, to demonstrate dramatically in order to hold attention.

Emotional appeals

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There are other things which human beings attend to, but these things vary from person to person, are internal and more subtle. Internal attention factors spring from wants, needs or values. One pays attention to what satisfies his needs and he ignores other things. The communicator has to have the attention and interest of his listener and he has to know how to get it.

The human being is an emotional





animal. Most of his decisions result more from an emotional process rather than from a logical one, although he may not admit it. The public relations person has to recognize that he is dealing with this somewhat non-rational creature when he works with humans. He has to recognize that man has a number of common basic motives or drives which cause him to behave as he does. Most psychologists agree that people have these basic needs in varying degrees.

- (A) He has physical needs such as eating, sleeping, body warmth, sexual satisfaction and the like.
- (B) He has a desire to acquire certain material things such as homes, cars, boats, clothing, bank accounts and other things.
- (C) He has an urge to protect him-

self, his loved ones, his home, state and country.

- (D) He has a desire for social acceptance, to be liked, admired, respected, loved, wanted—by family, friends, neighbors and associates.
- (E) He places value on economic accomplishment, aesthetic beauty, religious experience, political experience and other such things.

How does the public relations man use this knowledge? First, he discovers, through his analysis, those basic motives or target areas in the readerlistener which offer the best persuasive opportunity. He then designs his appeals and aims them at the selected target areas.

An example may help to make this clear. A cash register salesman knows that his prospect possesses a strong desire to protect his service station business from threats. This is the basic motive. The salesman also knows he wants to stimulate an emotional response in the client by creating certain tensions within him, and so he uses an appeal. The salesman might say, "An analysis of three hundred service

Continued on Page 42

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"What Should You Expect Of Your Public Relations Man?"

By Charles W. Pine
Publicity Director, Valley National Bank
Phoenix, Arizona

"What personal qualifications should I look for in a public relations man?," I was asked the other day by a business executive who is considering hiring such a person. In essence, I replied thusly:

He (or she) should be an extrovert; should like people; should be a "good mixer." He should be able to express himself fluently—but also should know when to listen.

He should be observant, quick to learn and the possessor of a good memory.

He should possess the gift of human understanding, plus liberal doses of courage and integrity.

He should be able to think in bold, big concepts—but should be sufficiently self-disciplined that he can apply himself to the execution of the most minute detail when the need is evident.

His age is relatively unimportant so long as he possesses intellectual maturity, sound judgment, and reasonably sufficient qualities of leadership.

He should be a prolific producer of new ideas; able to think and act efficiently in emergencies; able and willing to make decisions quickly.

He must not only be able to write well but also able to write rapidly when need be. Preferably, his background should include a period of employment as a newspaperman. This experience, in most cases, has taught him how to interpret miscellaneous information; how to marshal his thoughts in orderly sequence; how to recognize facts and, equally important, where to find them.

He should have a sound knowledge of the "workings" of business; be versed in psychology, philosophy and economics; know something about politics; be informed about "current events." Experience in teaching, advertising, selling and promotion is always helpful.

He should not be a "yes" man—but he should be able to play the role of the diplomat when the occasion arises. He should have the ability to recognize that he is a teacher rather than a crusader.

He should be able to organize both himself and other people. He should be a persistent practitioner of the philosophy of doing "first things first"—but he should not become resentful at interruptions that require him to revise his list of "first things first."

It goes without saying that he should not be lazy but, even more important, he should not be afraid of the "big" job. He should be aware of the fact that all "big" jobs can be broken down into easy-to-handle small jobs.

I paused at this point and the businessman observed: "That's a big order."

"Yes," I agreed, "but there are a number of men and women who possess all or most of the above attributes. Find one, pay him well, heed his counsel, don't attempt to restrict him too much with 'policy', back him to the hilt if you've previously approved his program—and trust him! His ego won't let him let you down!"

stations, much like yours, reveals that average shortages in their stocks amount to five per cent of sales. The cause for this shocking shortage can be traced back to a poor accounting system in almost every case. You are using an antiquated accounting system here, and there is a good chance your shortages are high. These shortages

reduce your operating profits, but our cash register accounting system can reduce your shortages to almost nothing."

The result of this motive—appeal combination is to cause an emotional response: that of apprehension or dissatisfaction. In order to alleviate this unpleasant tension, the client will seri-

ously consider buying the accounting system. All persuasion is built around this technique, and it is perfectly ethical provided that the facts and the reasoning are honest and valid.

In persuasion, a typical pattern is to cause unpleasant emotional tensions first, and then to show how your proposal will remove these tensions. As a matter of fact, a carefully constructed emotional appeal should promise the substitution of pleasant emotional responses for those which tend to be unpleasant. Basically, emotional persuasion should show need and then satisfy that need.

Effective language

The chief medium at the disposal of the public relations man for getting emotional involvement is the spoken and written word. Of course, such things as music, displays, pictures, demonstrations and signs are communicators too, but language is still basic. Joseph Conrad once said, "He who wants to persuade should put his trust not in the right argument but in the right word . . . Give me the right word and the right accent and I will move the world."

The public relations specialist must be a master in the use of words. Although language is a fundamental persuasion tool, it is at best difficult to use, regardless of how skilled we are as speakers and writers. Public relations battles are won through the ability of men to express concrete ideas in clear and unmistakable language. The purpose of language is to cause others to reconstruct in their minds essentially the same attitudes, emotions, ideas which you might have at the time you speak or write.

Persuasive language has to do several things. First, it has to cause readers and listeners to construct the kinds of mental images you want them to see. Your language should be so clear, so concrete, that little or no effort is necessary on the part of the listener or reader to see in his mind's eye what you want him to visualize. Your language has to make your listener-reader laugh, cry, sympathize, exult, dislike, love, as you want him to. The artistic communicator can do this. Your objective is to cause your reader or listener to reason as you do.

Not only must your language be colorful, but it must be free from ambiguity. To accomplish this, it must be accurate, clear, concise and, of course, vivid. The language techniques which

you use *must* be consistent with the experiences and education of the reader or listener. Those who have similar backgrounds and experiences can understand each other best.

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If you are to move people's wills, your listeners and readers must believe you. They must feel that they can trust you before they will permit you to influence them emotionally. Aristotle once wrote that it would be a fine thing indeed if man could be appealed to through his logical mind, but then he lamented "the sorry nature of man" and admitted that logic and reasoning all by themselves are very weak persuasion devices indeed.

Witness the many articles written by medical men who say that cigarette smoking can definitely cause lung cancer, and then examine the cigarette smoking habits of the American people during recent years. We see that, although people tend to believe that smoking is dangerous, they smoke anyway. The public relations communicator has to realize that his listener must be made to believe first only so that he, the listener, can respond freely in an emotional manner later. Many of us respond emotionally to an advertisement, but if we do not trust what we hear or read, we are slow to re-

What do humans believe? Many of us tend to believe what the majority of those around us believe. The stronger the majority, the more influence this can have on personal beliefs. This means that the citation of polls, statistics and other material showing a strong majority position can be effective in creating belief among many persons. We tend to believe those things which conform to what we already know and have experienced, and naturally, most of us believe many things which meet the tests of logic.

Above all, we tend to believe in reliable and responsible authority. This authority may be one person, a group of persons, or a whole corporation. How is authority established? The character, intelligence and good will which a man or corporation reveals contribute to building strong authority. Reputation, too, is important, for if you can cause your listener to stand in awe of you, he will probably believe you, and stand ready to be moved emotionally by you.

There is one more reason why you want to use this tool of belief or credi-

bility. No man likes to believe that he has acted emotionally. We all pride ourselves on the fact that we behave and react through the logical processes. Therefore, when we persuade, making use of strong emotional appeals, we *must* provide our listeners with logical reasons for their actions.

The final component of the persuasive process is that of getting the listener to act, or in some measure to adopt your point of view. Up to now we have considered only the problem of how to create desire in your listener or reader. The effective communicator knows he cannot stop at this point. If he folds his arms and stands back to let his client "make up his mind about what he is going to do," he has not completed his task.

A persuasive salesman knows he has to pursue a sale aggressively until it has been completed—until his buyer has signed. A communicator knows there may be objections to his proposal and he anticipates these. He attempts to provide answers to these objections before his listener can offer the objection. Upon occasion, there will be objections which he has not anticipated. He must meet these as they arise and he must dispose of them satisfactorily.

There will be certain objections which no amount of skill or persuasive talent can overcome, but these should have been discovered in the analysis of the listener before the persuasive effort began. If a prospective buyer, for example, should have no money, nor even a job, then a salesman is confronted with an objection which is practically insurmountable.

Some objections amount to nothing more than excuses and these often may be brushed aside. When a communicator is quite sure he is listening to an excuse rather than an objection, he can safely ignore it and press on toward his end objective—that of action.

The skilled speaker or writer knows that the best way to get action from his listener or reader is to ask for action. The ability to use strong emotional techniques coupled with the ability to stimulate your listeners and readers to action is the core of effective persuasion.

Ethical persuasion is truly an art and, unfortunately, we have only been able to scratch the surface of what is already known about this powerful process. Although it could take a lifetime to master this art, if one will keep these several points in mind when he sets out to win listeners to his cause, his efforts will yield results. Win the attention and interest of the reader or listener, convince or cause him to believe in what is said, gain a predicted emotional response from him, and then ask him to act. Accomplish these things through effective language and let the art of moral persuasion serve your worthy purposes.



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Letters to the Editor

To the Editor:

The August issue of PUBLIC RELATIONS JOURNAL is one of the most interesting in a long time, in my opinion, and one from which I was able to draw stimulating and useful information.

Because of my complaint in the past that the Journal seemed to be concentrating too heavily on nuts and bolts and "how to get a story in the paper" kind of thing, I felt I should relay to you my compliments for the current issue. However, I think you are to be complimented for more than this, because I realize it must be an extremely difficult editorial job to produce a magazine that must span such a variation of experience as found in the Public Relations Society of America membership. I am sure it is much easier to criticize than it is to do the job you are doing.

Thomas D. Yutzy **Dudley-Anderson-Yutzy** New York, New York

To the Editor:

We were so pleased with Robert Van Riper's review of Murray Lincoln's autobiography, "Vice President in Charge of Revolution," that I hesitate to criticize the review in any way. There are, however, two points which almost cry for comment.

The first is an important misstatement of fact. Mr. Van Riper has apparently fallen for the widely held but mistaken belief that co-ops don't pay taxes. This, of course, is not true, and it similarly is not true that the growth of cooperatives is due to any tax favoritism. The tax exemption which had been available to farm cooperatives was removed in amendments to the tax laws in 1951. At the present time, cooperatives are required to pay income taxes on any income they have. Such income is primarily funds which are put into undesignated reserves instead of being paid directly to the owner-members of the cooperative.

Refunds made by the co-op to its member-owner in proportion to his patronage, of course, are not profits. Nor are they income to the cooperative. They are, therefore, not subject to income tax. Any other type of corporation which wishes to make a refund to its customers may do so without paying taxes on those refunds.

I am sure the so-called National Tax Equality Association will not agree with this position, for it would like to tax the cooperative on money it gives back. Fortunately the courts and the Congress have always upheld the traditional cooperative practice in this regard.

The second error in Mr. Van Riper's review is not so much an error in fact as it is in his appraisal of the current situation. He says that cooperatives succeed only when they limit themselves to basic bread and butter economic functions. He says "their ability to innovate, to create new products, to fill new needs is not proved either by the record or by Mr. Lincoln's book. "We feel that the co-ops have a proud record of innovation. Our seed co-ops, for example, were the first to provide the farmer with open formula fertilizer and seeds identified for origin. Our insurance companies were the first to cut costs to the consumers

by multiple line distribution. Our credit unions were the first to insure the lives of the borrowers as well as the depositors to provide additional protection for the member and his survivors. Our cooperative refineries were the first to use the freezing process for cracking lubricating oils. It should be remembered, too, that it was The Cooperative League which took the initiative in organizing the Cooperative for American Relief Everywhere, better known as

Once again, may I say how pleased we all have been with the response to Mr. Lincoln's book and particularly to the attitude which the industry and professional publications have taken.

Calvin Kytle **Vice President Public Relations** Nationwide Insurance, Columbus, Ohio

To the Editor:

(Editor's Note: We quote a portion of a letter written by Frazier B. Nounnan, director of public relations and publicity for Clinton E. Frank, of Chicago. In brief, the background is that the editor of a paper became angry because the name on an envelope, containing a news release, was addressed to the editor's predecessor instead of to himself. So the new editor wrote a highly unpleasant note on the envelope and returned it to the sender. The changeover in the editorship had occurred less than a year ago and the new name had not yet appeared in the directories.)

"The release itself," Mr. Nounnan writes, "was one in behalf of the Brain Research Foundation; specifically on the occasion of the Brain Research Center being built in Chicago.

"I might add that this is one of several welfare and both national and community projects which we, like many other firms throughout the country, are happy to donate time and support to each year.

Frazier E. Nounnan **Director of Public Relations** Clinton E. Frank, Inc. Chicago, Illinois

(Mr. Nounnan goes on to say that it is unfortunate that one individual can harm the reputation of an honorable profession such as that of newspaper editing.

Keeping lists correct and up-to-date is tough job with which public relations people try to do their best. It is gratifying to know that nearly all editors appreciate this fact and do not blow their tops when an error does show up.)

THE AVERAGE MAN

"The average man in our society knows more about his universe than the most gifted of the ancient Greek philosophers, not because he is more brilliant, but because he automatically acquires as part of his formal or informal schooling the knowledge which has been developed in the meantime."

-LEONARD W. DOOB "Public Opinion and Propaganda''

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